A1875-1 A

SALARY AND BENEFIT SURVEY

for

Lodging Industry Management Positions

JULY 1980

Results of a survey conducted early in 1980
by the American Hotel & Motel Association
with the assistance of:

Peat, Marwick, Mitchell & Co.
Certified Public Accountants
345 Park Avenue
New York, New York 10022

American Hotel & Motel Association

888 SEVENTH AVENUE • NEW YORK, N.Y. 10019 • (212) 265-4506

BEST AVAILABLE COPY

DISCLAIMER

Nothing contained in this publication shall constitute an endorsement by the American Hotel & Motel Association ("AH&MA") of any information contained in this publication and the AH&MA disclaims any liability with respect to the use of or reliance on any such information. The information contained in this publication is in no way to be construed as a recommendation by AH&MA of any industry standard, or as a recommendation of any kind to be adopted by or binding upon any member of the hospitality industry.

7/80 – 500 – Copyright – American Hotel & Motel Association – 1980
Price: AH&MA Member $25.00 – Non-Member $35.00

BEST AVAILABLE COPY

AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management

Positions

July 1980

AMERICAN HOTEL & MOTEL ASSOCIATION

TABLE OF CONTENTS

	Page
INTRODUCTION	1
BACKGROUND	2
SALARY COMPARISONS	4
Non-Bonus	
Hotel General Manager (w/ Maintenance)	4
Hotel General Manager (w/o Maintenance)	4
Hotel Resident Manager (w/ Maintenance)	4
Hotel Resident Manager (w/o Maintenance)	4
Bonus Paying	
Hotel General Manager (w/ Maintenance)	5
Hotel General Manager (w/o Maintenance)	5
Hotel Resident Manager (w/ Maintenance)	5
Hotel Resident Manager (w/o Maintenance)	5
Non-Bonus	
Hotel Food and Beverage Manager	6
Hotel Assistant Food and Beverage Manager	6
Hotel Restaurant Manager	6
Hotel Front Office Manager	6
Bonus Paying	
Hotel Food and Beverage Manager	7
Hotel Assistant Food and Beverage Manager	7
Hotel Restaurant Manager	7
Hotel Front Office Manager	7

TABLE OF CONTENTS (Cont'd)

	Page
Non-Bonus	
Hotel Front Office Reservations Manager	8
Hotel Controller	8
Assistant Hotel Controller	8
Purchasing Director	8
Bonus Paying	
Hotel Front Office Reservations Manager	9
Hotel Controller	9
Assistant Hotel Controller	9
Purchasing Director	9
Non-Bonus	
Executive Housekeeper	10
Hotel Chief Engineer	10
Hotel Executive Chef	10
Sales Manager	10
Bonus Paying	
Executive Housekeeper	11
Hotel Chief Engineer	11
Hotel Executive Chef	11
Sales Manager	11
Non-Bonus	
Security Director	12
Personnel Director	12
Bonus Paying	
Security Director	13
Personnel Director	13

TABLE OF CONTENTS (Cont'd)

	Page
BENEFIT SURVEY	14
CONTRIBUTIONS AS A PERCENTAGE OF PAYROLL	14
Health and Life Insurance	14
Pension Plan	14
Profit Sharing or Thrift Plan	14
LIFE INSURANCE	14
Summary	14
Typical Responses	16
ACCIDENTAL DEATH & DISMEMBERMENT INSURANCE - TYPICAL RESPONSES	17
HOSPITAL AND MEDICAL INSURANCE	18
Contributions	18
Hospital Room and Board	18
Diagnostic & Lab Maximum Benefits	18
Miscellaneous Hospital Expenses	18
Surgical Maximums	18
Major Medical	19
Hospital and Medical Insurance - Typical Responses	20
Diagnostic X-Ray and Lab Maximum - Typical Responses	21
Major Medical - Typical Responses	22
Dental Care	22
Vision Care	22
Sick Leave	23
Sick Leave - Typical Responses	23
Sick Leave - Sample Accumulations Provisions	23

TABLE OF CONTENTS (Cont'd)

	Page
HOSPITAL AND MEDICAL INSURANCE, Cont'd	
Short Term Disability	24
Short Term Disability - Typical Responses	24
Long Term Disability	24
Long Term Disability - Typical Responses	25
PENSIONS	25
Summary	25
Pension Plans - Typical Responses	26
PROFIT SHARING OR SAVINGS PLANS	27
Profit Sharing or Savings Plan - Typical Responses	28
POST RETIREMENT GROUP INSURANCE	29
VACATIONS	29
Summary	29
Vacations - Typical Responses	29
STOCK PURCHASE PROGRAM	30
HOLIDAYS - Typical Responses	30
MILEAGE ALLOWANCE	30
EDUCATIONAL ASSISTANCE	31
HOUSING	31
TRAVEL & ENTERTAINMENT	31
MOVING EXPENSES	31
SEVERANCE PAY	32
MILITARY TRAINING	32
MEAL DISCOUNTS	32
PRODUCT DISCOUNTS	32
CHRISTMAS BONUS	32
BRIEF JOB DESCRIPTIONS	33

AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management

INTRODUCTION

This is the eighth report of the American Hotel & Motel Association, prepared with the assistance of Peat, Marwick, Mitchell & Co., on hotel and motel management position salaries paid throughout the nation. The survey was conducted in early 1980 and was made possible by the cooperation of the managements of the companies participating.

We recognize that the results contained in this report represent only a sample of the total picture of salaries paid throughout our nation. However, the data, reasonably interpreted, can be a valuable tool in the kit of hotel and motel management techniques. (Please see the section on "Background" for data on sample used.)

AH&MA intends to continue its surveys and studies of salaries, expanding and further refining them in the future. Increased participation will enhance the value of these efforts to all users.

BACKGROUND

This survey is based on information contained in the confidential returns of major companies. The survey contains only chain-affiliated units, but provides a substantial sample of properties.

Positions and Data Surveyed

Positions surveyed were:

1. Hotel General Manager with Maintenance
2. Hotel General Manager without Maintenance
3. Hotel Resident Manager with Maintenance
4. Hotel Resident Manager without Maintenance
5. Hotel Food and Beverage Manager
6. Hotel Assistant Food and Beverage Manager
7. Hotel Restaurant Manager
8. Hotel Front Office Manager
9. Hotel Front Office Reservations Manager
10. Hotel Controller
11. Assistant Hotel Controller
12. Purchasing Director
13. Executive Housekeeper
14. Hotel Chief Engineer
15. Hotel Executive Chef
16. Sales Manager
17. Security Director
18. Personnel Director

The above jobs were separated according to the unit size at which the position was located by the following levels: *

Level 0 - Defined as less than 100 rooms. For Food and Beverage Manager and Hotel Restaurant Manager defined as under $275,000.

Level 1 - Defined as 100-200 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $275,000-$550,000 sales volume.

Level 2 - Defined as 200-300 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $550,000-$1,320,000.

Level 3 - Defined as 300-500 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $1,320,000-$2.2 million.

Level 4 - Defined as 500-800 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $2.2-$3.3 million.

Level 5 - Defined as over 800 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as over $3.3 million.

This approach of obtaining data provides a sample of a diversity of properties and should provide a guide for all independent and chain-affiliated properties.

Also, this method of obtaining data has a realistic future objective of a survey of 400-500 properties. Generally, as the sample increases, the data becomes more meaningful.

*Note: Above definitions (unless otherwise noted) refer to Hotel General Manager, Hotel Resident Manager, Hotel Resident Manager (without Maintenance), Hotel Front Office Manager, Hotel Controller, Executive Housekeeper, Hotel Chief Engineer and Sales Manager.

Job Title	Level	Formal Salary Range: Average(1) of Range Minimums	Formal Salary Range: Average(1) of Range Maximums	Average No. of Rooms	Non Bonus Paying Companies: No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Salaries	Average(1) Actual Salary	Average(1) Highest Actual Salaries
General Manager with Maintenance	0	16,000	25,000	84	0	0	-	-	-
	I	16,489	25,280	152	0	0	-	-	-
	II	20,874	33,275	238	0	0	-	-	-
	III	38,136	49,640	359	0	0	-	-	-
	IV	44,850	54,627	596	0	0	-	-	-
	V	28,700	45,900	1,200	0	0	-	-	-
General Manager without Maintenance	0	19,520	22,405	78	0	0	-	-	-
	I	21,643	34,697	147	0	0	-	-	-
	II	26,153	35,644	246	0	0	-	-	-
	III	29,713	47,320	372	0	0	-	-	-
	IV	33,875	49,088	587	1	1	35,500	35,500	35,500
	V	48,595	63,435	1,431	0	0	-	-	-
Resident Manager with Maintenance	0	14,400	17,885	81	0	0	-	-	-
	I	12,000	18,381	163	1	3	9,600	12,100	14,400
	II	13,588	16,821	253	2	2	15,600	15,600	15,600
	III	19,118	27,815	358	2	3	16,733	16,900	17,067
	IV	21,012	26,899	585	2	5	23,650	24,708	25,679
	V	15,900	41,200	1,313	1	4	21,150	25,933	35,000
Resident Manager without Maintenance	0	-	-	-	-	-	-	-	-
	I	17,270	26,740	164	1	1	28,500	28,500	28,500
	II	17,150	29,998	249	1	4	21,000	27,750	31,000
	III	20,993	32,488	384	1	6	22,000	24,344	34,900
	IV	24,184	33,590	669	3	31	16,129	18,971	21,613
	V	32,460	43,080	1,431	0	0	-	-	-

Notes:

(1) Where averages are shown, they are always weighted by number of incumbents, except in the case of "Formal Salary Ranges" and "Average Number of Rooms".

(2) Where a bonus was reported as a range of possibilities, e.g., "0-26 percent of salary", the midpoint of that range was used in these calculations.

(3) "Average Total Cash Compensation" is the sum of "Average Actual Base Salary" and Average Bonus".

Job Title	Level	BONUS PAYING COMPANIES: No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Base Salaries	Average(1) Actual Base Salary	Average(1) Highest Actual Base Salaries	(1) (2) Average Bonus	(1) (3) Average Total Cash Compensation	Average Bonus As Percent of Total Cash Compensation
General Manager with Maintenance	0	1	12	14,000	18,412	22,000	2,029	20,441	9.93
	I	5	197	14,991	18,857	23,860	3,927	22,784	17.24
	II	4	30	21,554	27,728	32,760	5,104	32,832	15.55
	III	5	11	34,058	36,113	40,613	7,332	43,445	16.88
	IV	2	7	40,365	44,429	48,134	6,241	50,670	12.32
	V	1	2	35,500	37,750	40,000	1,900	39,650	4.79
General Manager Without Maintenance	0	4	5	20,196	20,296	20,396	1,976	22,272	8.87
	I	7	41	21,693	25,910	30,078	2,353	28,263	8.33
	II	8	73	21,209	25,720	27,889	4,071	29,791	13.67
	III	6	36	30,478	34,042	38,435	5,975	40,017	14.93
	IV	5	10	40,436	40,405	48,742	9,848	54,253	18.15
	V	2	8	42,814	52,204	61,777	15,014	67,218	22.34
Resident Manager With Maintenance	0	1	7	14,400	15,035	17,885	650	15,685	4.14
	I	2	71	13,563	16,144	20,210	1,256	17,400	7.22
	II	1	1	14,664	14,664	14,664	2,493	17,157	14.53
	III	2	5	17,911	21,634	24,874	3,523	25,157	14.00
	IV	0	0	-	-	-	-	-	-
	V	0	0	-	-	-	-	-	-
Resident Manager Without Maintenance	0	0	0	-	-	-	-	-	-
	I	1	2	15,600	16,440	17,280	1,325	17,765	7.46
	II	1	4	14,100	19,656	27,996	600	20,256	2.96
	III	3	12	21,800	26,278	29,904	3,099	29,377	10.55
	IV	2	7	27,371	28,799	31,139	2,903	31,792	9.16
	V	2	9	30,444	35,910	41,018	4,691	40,601	11.55

Job Title	Formal Salary Range				Non Bonus Paying Companies				
	Level	Average(1) of Range Minimums	Average(1) of Range Maximums	Average No. of Rooms	No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Salaries	Average(1) Actual Salary	Average(1) Highest Actual Salaries
Food & Beverage Manager	0	13,305	16,800	N/A	1	1	14,400	14,400	14,400
	I	12,305	18,370	N/A	2	2	13,930	13,930	13,930
	II	14,556	22,640	N/A	2	8	14,323	16,641	17,998
	III	18,574	24,939	N/A	1	2	17,000	17,500	18,000
	IV	18,397	28,283	N/A	2	3	21,467	22,400	23,333
	V	24,221	36,596	N/A	3	16	25,938	31,000	37,875
Assistant Food & Beverage Manager	0	-	-	-	-	-	-	-	-
	I	10,346	11,345	N/A	3	7	10,330	10,838	11,615
	II	12,275	16,867	N/A	6	19	10,721	12,513	14,384
	III	14,840	16,979	N/A	4	8	15,054	16,428	17,868
	IV	14,992	18,430	N/A	5	8	15,926	17,188	18,488
	V	15,021	24,925	N/A	5	21	16,682	20,647	24,452
Restaurant Manager	0	9,750	18,500	N/A	1	4	8,700	14,748	25,000
	I	9,395	15,294	N/A	3	23	8,645	11,646	15,446
	II	9,650	15,800	N/A	4	46	8,135	13,949	18,839
	III	11,623	13,975	N/A	4	14	12,143	13,578	15,015
	IV	13,133	19,066	N/A	3	7	12,886	16,260	20,437
	V	13,200	25,912	N/A	4	85	12,757	18,499	27,536
Front Office Manager	0	8,860	8,860	61	1	1	7,320	7,320	7,320
	I	9,927	12,953	151	5	19	9,474	11,677	13,177
	II	11,076	15,595	245	7	15	11,329	12,399	15,787
	III	13,883	19,258	385	5	24	13,558	15,991	19,233
	IV	15,121	20,131	635	6	22	16,848	18,356	20,494
	V	15,439	27,460	1,231	2	12	16,485	20,386	23,203

Job Title	Level	BONUS PAYING COMPANIES: No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Base Salaries	Average(1) Actual Base Salary	Average(1) Highest Actual Base Salaries	(1) (2) Average Bonus	(1) (3) Average Total Cash Compensation	Average Bonus As Percent of Total Cash Compensation
Food & Beverage Manager	0	2	5	12,509	14,763	16,360	492	15,255	3.23
	I	4	95	11,165	15,808	24,536	1,722	17,536	9.82
	II	7	122	13,259	17,756	25,089	2,080	19,836	10.49
	III	6	18	19,669	22,537	24,968	2,674	25,211	10.61
	IV	4	19	18,427	24,791	30,228	2,148	26,939	7.97
	V	4	27	21,607	29,024	38,304	3,067	32,091	9.56
Assistant Food & Beverage Manager	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	0	0	-	-	-	-	-	-
	III	0	0	-	-	-	-	-	-
	IV	0	0	-	-	-	-	-	-
	V	1	3	13,500	15,733	18,000	0	15,733	0
Restaurant Manager	0	1	2	10,800	11,400	12,000	0	11,400	0
	I	1	2	11,939	13,782	15,624	750	14,532	5.16
	II	1	1	15,000	15,000	15,000	0	15,000	0
	III	0	0	-	-	-	-	-	-
	IV	0	0	-	-	-	-	-	-
	V	0	0	-	-	-	-	-	-
Front Office Manager	0	1	1	10,400	10,400	10,400	0	10,400	0
	I	1	4	11,700	12,350	13,000	171	12,521	1.37
	II	1	3	11,700	13,066	14,500	0	13,066	0
	III	1	6	14,300	16,600	19,500	400	17,000	2.35
	IV	1	3	16,00	16,833	17,500	2,500	19,333	12.93
	V	0	0	-	-	-	-	-	-

Job Title	Level	Formal Salary Range: Average(1) of Range Minimums	Formal Salary Range: Average(1) of Range Maximums	Average No. of Rooms	Non Bonus Paying Companies: No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Salaries	Average(1) Actual Salary	Average(1) Highest Actual Salaries
Front Office Reservations Manager	0	-	-	-	0	0	-	-	-
	I	8,090	10,050	161	2	5	9,400	9,916	10,440
	II	10,258	12,498	251	5	8	10,112	10,967	11,709
	III	11,051	16,821	388	5	19	11,706	13,026	16,279
	IV	12,006	16,272	637	6	18	12,886	15,078	18,350
	V	13,185	22,460	1,231	2	13	15,462	17,609	20,734
Hotel Controller	0	11,000	11,000	82	1	1	11,000	11,000	11,000
	I	16,100	25,850	175	2	10	14,000	16,900	20,000
	II	17,414	25,624	252	4	13	18,497	20,678	22,055
	III	20,053	31,115	382	3	11	19,709	25,230	29,118
	IV	24,148	33,203	630	5	16	26,931	30,010	33,005
	V	25,850	44,175	1,098	1	3	26,500	31,300	34,500
Assistant Hotel Controller	0	-	-	-	0	0	-	-	-
	I	12,950	19,400	180	1	3	15,000	16,067	17,000
	II	12,950	19,400	280	1	3	14,600	15,200	16,000
	III	13,555	21,198	403	4	23	14,067	16,686	20,227
	IV	16,675	23,676	643	5	18	16,165	18,264	21,101
	V	16,850	30,225	1,231	2	14	17,175	22,639	28,186
Purchasing Director	0	-	-	-	0	0	-	-	-
	I	10,360	14,160	165	2	5	9,988	12,008	14,028
	II	12,643	15,535	239	3	5	12,112	13,055	13,579
	III	12,225	20,453	385	4	27	10,970	14,678	18,848
	IV	14,756	20,210	615	6	21	15,287	16,914	18,820
	V	15,149	22,039	881	3	13	14,700	18,178	22,554

Job Title	Level	BONUS PAYING COMPANIES No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Base Salaries	Average(1) Actual Base Salary	Average(1) Highest Actual Base Salaries	(1) (2) Average Bonus	(1) (3) Average Total Cash Compensation	Average Bonus As Percent of Total Cash Compensation
Front Office Reservations Manager	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	0	0	-	-	-	-	-	-
	III	0	0	-	-	-	-	-	-
	IV	0	0	-	-	-	-	-	-
	V	0	0	-	-	-	-	-	-
Hotel Controller	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	1	1	21,666	21,666	21,666	3,184	24,850	12.81
	III	1	8	20,007	24,260	28,000	3,566	27,826	12.81
	IV	1	5	23,330	28,303	31,773	4,160	32,463	12.81
	V	1	8	25,896	34,767	41,000	5,110	39,877	12.81
Assistant Hotel Controller	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	0	0	-	-	-	-	-	-
	III	0	0	-	-	-	-	-	-
	IV	0	0	-	-	-	-	-	-
	V	0	0	-	-	-	-	-	-
Purchasing Director	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	0	0	-	-	-	-	-	-
	III	0	0	-	-	-	-	-	-
	IV	0	0	-	-	-	-	-	-
	V	0	0	-	-	-	-	-	-

Job Title	Level	Formal Salary Range: Average(1) of Range Minimums	Formal Salary Range: Average(1) of Range Maximums	Average No. of Rooms	Non Bonus Paying Companies: No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Salaries	Average(1) Actual Salary	Average(1) Highest Actual Salaries
Executive Housekeeper	0	10,033	14,725	418	4	9	12,441	17,993	20,989
	I	9,382	15,065	197	10	260	8,176	10,840	15,711
	II	11,254	16,647	268	8	63	9,723	12,735	17,074
	III	14,031	18,863	363	6	19	11,171	14,651	17,548
	IV	17,012	24,344	566	5	13	16,856	19,523	23,046
	V	18,742	25,074	1,006	0	0	-	-	-
Hotel Chief Engineer	0	11,668	12,443	76	3	4	11,918	12,703	13,468
	I	12,160	17,979	148	7	43	10,218	13,655	17,083
	II	14,624	20,738	257	8	25	13,752	16,859	21,026
	III	18,472	25,890	376	7	31	18,764	23,557	28,761
	IV	18,908	29,836	629	6	21	20,639	24,761	30,586
	V	20,650	33,487	1,429	2	13	22,508	31,258	37,066
Hotel Executive Chef	0	20,450	20,450	299	2	2	20,450	20,450	20,450
	I	13,364	13,364	172	2	2	13,364	13,364	13,364
	II	15,740	19,550	180	3	4	17,000	17,575	18,150
	III	17,610	23,111	211	2	8	16,868	20,799	25,350
	IV	19,632	29,710	346	3	12	21,343	25,607	29,900
	V	24,603	37,401	756	4	18	26,177	32,991	39,969
Sales Manager	0	12,145	14,005	77	2	2	16,245	16,245	16,245
	I	10,426	16,927	148	5	30	10,047	12,408	14,750
	II	14,316	19,376	251	7	21	11,801	15,500	18,050
	III	17,218	23,649	349	7	40	12,769	17,718	22,848
	IV	24,060	30,525	632	4	15	22,856	24,326	26,549
	V	24,388	30,663	1,075	1	4	18,150	21,788	25,000

Job Title	Level	BONUS PAYING COMPANIES: No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Base Salaries	Average(1) Actual Base Salary	Average(1) Highest Actual Base Salaries	(1) (2) Average Bonus	(1) (3) Average Total Cash Compensation	Average Bonus As Percent of Total Cash Compensation
Executive Housekeeper	0	0	0	-	-	-	-	-	-
	I	1	5	10,920	12,176	13,800	820	12,996	6.30
	II	2	5	13,889	15,449	17,089	513	15,926	3.22
	III	2	12	16,455	18,656	21,545	1,969	20,625	9.55
	IV	2	8	18,250	20,988	24,938	2,383	23,371	10.20
	V	3	10	19,055	22,112	24,715	2,582	24,964	10.34
Hotel Chief Engineer	0	1	1	10,400	10,400	10,400	0	10,400	0
	I	1	4	12,800	14,000	14,976	1,791	15,791	11.34
	II	1	3	15,860	18,276	22,000	0	18,276	0
	III	1	6	19,400	22,675	27,500	467	23,142	2.02
	IV	1	3	17,000	23,233	30,500	1,400	24,633	5.68
	V	1	1	22,500	22,500	22,500	0	22,500	0
Hotel Executive Chef	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	2	6	15,367	15,583	18,573	2,759	18,342	15.04
	III	3	4	21,744	22,404	23,132	2,334	24,738	9.43
	IV	2	6	20,267	24,434	31,101	1,279	25,713	4.97
	V	3	27	24,319	30,683	37,671	3,717	34,400	10.81
Sales Manager	0	2	3	9,707	9,967	10,023	747	10,714	6.97
	I	2	40	8,303	13,743	27,224	526	14,269	3.69
	II	2	15	15,232	19,223	23,700	984	20,207	4.87
	III	2	15	20,816	24,247	27,311	2,491	26,738	9.32
	IV	3	9	24,778	28,904	34,111	2,702	31,606	8.55
	V	3	10	30,314	34,809	39,420	4,370	39,179	11.15

Job Title	Level	Formal Salary Range Average(1) of Range Minimums	Formal Salary Range Average(1) of Range Maximums	Average No. of Rooms	Non Bonus Paying Companies No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Salaries	Average(1) Actual Salary	Average(1) Highest Actual Salaries
Security Director	0	-	-	-	0	0	-	-	-
	I	10,800	17,500	173	1	2	13,000	15,250	17,500
	II	10,800	21,500	262	1	2	15,000	18,250	21,500
	III	12,833	19,183	388	4	22	12,812	14,994	18,215
	IV	13,518	17,958	659	6	18	13,872	16,076	17,725
	V	14,860	27,975	1,220	2	12	15,714	21,062	25,969
Personnel Director	0	-	-	-	0	0	-	-	-
	I	14,450	16,775	170	2	3	15,333	15,867	16,400
	II	13,930	19,370	260	3	7	13,269	14,472	16,953
	III	12,982	20,954	370	4	22	12,984	15,314	18,800
	IV	17,100	23,636	628	6	23	16,545	20,196	23,961
	V	22,371	32,265	1,073	3	13	20,148	23,481	27,134

Job Title	Level	BONUS PAYING COMPANIES							
		No. of Co.'s	No. of Incum.	Average(1) Lowest Actual Base Salaries	Average(1) Actual Base Salary	Average(1) Highest Actual Base Salaries	(1) (2) Average Bonus	(1) (3) Average Total Cash Compensation	Average Bonus As Percent of Total Cash Compensation
Security Director	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	0	0	-	-	-	-	-	-
	III	0	0	-	-	-	-	-	-
	IV	0	0	-	-	-	-	-	-
	V	0	0	-	-	-	-	-	-
Personnel Director	0	0	0	-	-	-	-	-	-
	I	0	0	-	-	-	-	-	-
	II	1	2	15,000	18,500	22,000	0	18,500	0
	III	1	6	16,500	19,146	23,100	200	19,346	1.03
	IV	1	3	19,250	20,150	21,000	1,133	21,283	5.32
	V	1	1	22,000	22,000	22,000	0	22,000	0

CONTRIBUTIONS AS A PERCENTAGE OF PAYROLL

Health and Life Insurance

There is considerable variance in the level of employer contributions for health and life insurance coverage among the fourteen companies which participated in the benefits survey. This variance ranges from less than 1% to 32% of payroll.

Seven companies issue an Employee Benefit Statement, while two others anticipate doing so. Five employers indicated that they do not issue such statements.

Pension Plan

Seven companies indicate their contributions to pension plans, as a percent of payroll, range from less than 1% to 13.3%. One company has neither pension, profit-sharing nor thrift plans.

Profit-Sharing or Thrift Plan

Three reporting companies provide thrift savings plans which allow employee contributions from 2% to 6% of base salaries. The company contributions range from 3% of employee contributions, plus an unstipulated amount depending on service, to 50% of the employee's contribution.

LIFE INSURANCE SUMMARY

The general pattern among companies is to relate the amount of death benefits to a multiple of annual earnings. There is a substantial range in such multiples, ranging from 1 to 3 times earnings. Three companies indicated increases in maximum benefits during the past year.

Most plans provide a maximum benefit, regardless of the multiple. The maximums range between $25 thousand and $300 thousand for contributory plans and between $2 thousand and $200 thousand for non-contributory plans.

Seven of fourteen reporting companies maintain a plan based on a combination of contributory and non-contributory coverages, while one reports "contributory-only" and another five report "non-contributory-only" plans. Employee contributions range from 0 to 50 cents per $1,000 of coverage. One company varies the employee contribution depending on age.

Life Insurance - Typical Responses[1]

Benefit Formula	Monthly Employee Contribution Per $1000 of Coverage	Maximum Coverage	
		Contributory Plans	Non-Contributory Plans
2 x salary, combination	$.30	$25,000	$200,000
1½ x earnings, non-contributory	-	-	$150,000
1 x salary, combination	Basic - 0 Supplemental - $.50	$300,000	$100,000
1½ to 2 x salary, non-contributory	-	-	$150,000
Length of service: e.g. less than 5 years = 1 x salary, combination	$.29	2 x salary	$150,000

(1) The response for a single company is best understood on each table by reading horizontally across the table, all entries under the vertical columns.

Accidental Death and Dismemberment Insurance - Typical Responses

Benefit Formula	Maximum Benefit
1 x salary	No maximum
1½ to 2 x salary	$150,000
1½ x salary	$275,000

HOSPITAL AND MEDICAL INSURANCE

Contributions

Three companies require employee contributions for "employee-only" coverage, while nine companies require employee contribution for family coverage.

The level of contribution by employees for the basic coverage and the family coverage varies considerably.

Four of the participating companies are self-insured in regard to Hospital and Medical Insurance.

Hospital Room and Board

Three companies place no limit on the number of days covered. The amount of their coverage ranges from 80% to 100% of a semi-private room charge. Companies which limit the number of days pay from $35 to 100% of charges for 31 to 365 days.

Diagnostic and Laboratory Maximum Benefits

A wide range exists in payment for diagnostic and laboratory benefits, ranging from $50 to 100% of full costs.

Miscellaneous Hospital Expenses

Two companies provide for full payment of miscellaneous expenses, two companies provide for 80% of such expenses, two companies pay 100% to a maximum of $1000 or $2000 and 80% thereafter, and two companies cover all expenses up to a fixed maximum. One company provides unlimited coverage.

Surgical Maximums

Five companies pay benefits for full charges which range between $400 and $2100, and four other companies pay a percentage (80% or 100%) of usual and customary charges. Two companies pay all customary charges.

Major Medical

Maximum benefits vary from $100,000 to unlimited and most plans require a $100 deductible before paying for 80% of remaining costs.

Ten companies provide benefits on a calendar year basis, while others normally pay on a per illness or twelve month basis.

All fourteen companies coordinate Major Medical benefits with other benefits.

Nine companies made changes in their plans within the past year. The most common change regards coverage for maternity situations, which are now treated as any other illness or injury. One company improved its coverage for vision care. Two companies increased their maximum coverage amounts. Improvement of dental insurance expanded the coverage of one company.

HOSPITAL AND MEDICAL INSURANCE

Room and Board - Typical Responses[1]

Maximum Per Day	Number of Days
Semi-Private	365
$50/day	70
Semi-Private	No limit
$35/day	31
80% of Semi-Private	No limit

Miscellaneous Hospital Expenses - Typical Responses

Full payment

$400

80%

100% of first $2000; 80% thereafter

Diagnostic X-Ray and Lab Maximum - Typical Responses

80% of cost

100% of prevailing fee

$400

Surgical Maximum - Typical Responses

100% of usual and customary charges

80% of reasonable and customary

$800

$1200

Major Medical - Typical Responses[1]

Maximum Payment	Deductible Amount	Co-Insurance %
$100,000	$100	80%
No Maximum	$100/3 per family	80% of first $2000; 100% of balance
$250,000	$200 for employee	20%
$1,000,000	$100 for employee	20%
$250,000	$100 for employee/ $200 for family	-
No Maximum	$100 for employee/ $200 for family	-
No Maximum	$100	90%
No Maximum	$150	80% of first $1,800; 100% of balance

Dental Insurance

This benefit has increased in prevalence over the last few years. Nine companies report offering it in some form in 1980. Employee contributions to the various plans range from zero to fifty percent.

Maximum benefits in one calendar year are most often limited to $1,000 or, in two cases, $2,000.

A typical plan covers fifty to eighty percent of expenses for routine or major care and eighty to one hundred percent of preventive care expenses.

Vision Care Insurance

Two companies indicate that vision care insurance is part of the offered benefit package. No employee contribution is required by either. The insurance usually covers eighty percent of expenses for vision tests and lenses.

Paid Sick Leave

There are more formal plans reported (8) than informal plans (4) and all base eligibility for sick leave on accrual of seniority.

Paid Sick Leave - Typical Responses[1]

Sick Leave Eligibility by Amount of Service

1 Year Service	5 Years Service	10 Years Service
1 week	3 weeks	3 weeks
2 weeks	10 weeks	-
6 days	6 days	6 days
2 weeks	6 weeks	10 weeks

Sick Leave Accumulation Provisions - Typical Responses

½ day per month, maximum of 14 days

1 day per month, maximum of 130 days

.0385 days per hour, maximum of 400 hours

Short-Term Disability

Four companies report short-term disability plans which provide from 50% to 150% of salary for lengths of time varying from thirteen weeks to 50 months. One of the plans requires employee contributions, included in the overall health insurance contribution.

Short-Term Disability Plans - Typical Responses[1]

Maximum Benefits	Employee Contribution	Elimination Period	Duration of Benefits
60% of salary or $3333 per month	-0-	Credited sick days	26 weeks
66-2/3% of salary, or $230/week maximum	Included in health insurance contribution	90 days	2 years
66-2/3% of salary	-0-	1 week	13 weeks
150% of salary	-0-	6 months	50 months
$100 per week	-0-	-	13 weeks

Long-Term Disability

Ten companies report long-term disability plans which provide between 50% to 67% of earnings commonly limited to a maximum of $2,500 a month.

Four of the companies require employee contributions. The initial waiting (elimination) period in all plans ranges from 30 days to 180 days, with the latter being most common. The reported plans provide a duration of benefits to age 65 or 70, or of five years.

Three of the companies modified their plans within the past year by increasing the monthly maximum benefit or extending the duration of payments.

Long-Term Disability Plan - Typical Responses[1]

Maximum Benefits	Employee Contribution For Covered Compensation	Elimination Period	Duration of Benefits
50% of earnings	-0-	1 year	5 years
66% of earnings or 2/3 of base salary	-0-	6 months	Age 65
150% of earnings	-0-	6 months	50 months
60% of earnings; $2,500/monthly max.	-0-	90 days	Age 65
66-2/3% of salary; $2,500 per month	100%	180 days	Age 70

PENSIONS

Summary

Nine companies have pension plans. Eligibility to participate in pension plans runs from a length of service of six months to 1 year.

The normal retirement date is age 65 while six companies allow early retirement at 55 and one other allows retirement at 60.

Retirement plans provide full vesting after 10 years of service in all cases except one, where 15 years of service are required.

Four of the plans are integrated with Social Security. One other is offset 50% by Social Security. No companies allow additional employee contributions.

Pension Plans - Typical Responses[1]

Eligibility		Employee Contribution		Retirement Age		
Service	Age	Basic	Additional	Normal	Early	Compulsory
1 yr.	25	-0-	-0-	65	55	-
6 mo.	24	-0-	-0-	65	55	None
3 yr.	-	2% of salary	10% of salary	65	55	-
1 yr.	-	-0-	-0-	65	60	-
30 days	-	2,3 or 4% of salary	-0-	65	-	-

Full Vesting - Typical Responses[1]

Service	Age
10 years (3 companies)	-
10 years (1 company)	65
15 years	Age + years of service = 50 or more

PROFIT-SHARING OR THRIFT SAVINGS PLANS

Three reporting companies provide thrift savings plans, and three reporting companies provide profit-sharing plans. One company offers a combination plan.

The employee and employer contribute under the provisions of two of the profit-sharing plans, while employers only contribute under provisions of the other plan. Employee eligibility for the savings and profit-sharing plans is established at one year of service in all cases.

In one case, the 1980 profit-sharing plan has been directed more toward individual profit centers than it was in the past.

Profit-Sharing/Thrift Savings Plan - Typical Responses[1]

Basic Formula	Employee Contributions	Additional Contributions Allowed	Eligibility	
			Service	Age
Thrift Savings Plans				
Company contributes 50% of employee contribution; may contribute to 3% of salary	2,4, or 6% of salary	Yes	1 year	21
Profit-Sharing Plans				
Company contributes 50% of employee earnings	None	No	1 year	N/A

Full Vesting - Typical Responses

15 years

7 years

2 years

POST-RETIREMENT GROUP INSURANCE

Six reporting companies provide post-retirement life insurance with initial coverage equalling a percentage of final salary. Subsequent coverage is reduced on a regular annual basis to a stated minimum.

Six reporting companies provide post-retirement medical coverage.

One company requires contributions from the retired employee for medical coverage. Another respondent requires employee contributions for coverage of dependents.

PAID VACATIONS

Summary

All vacation policies relate the length of vacation to years of service. The majority of companies provide two weeks of vacation after one year of service, increasing to three weeks following five to ten years, and four weeks after ten to twenty years service.

Vacations - Typical Responses

Eligibility by Amount of Service

1 Week Vacation	2 Weeks Vacation	3 Weeks Vacation	4 Weeks Vacation	5 Weeks Vacation
6 months	1 year	5 years	20 years	-
-	1 year	5 years	10 years	-
1 year	2 years	10 years	20 years	-
-	1 year	5 years	15 years	-

STOCK PURCHASE PROGRAMS

One company provides a stock purchase program. All employees are eligible to participate in the program, for which the company pays brokerage fees.

PAID HOLIDAYS

No. of Holidays	No. of Companies
6	5
7	1
8	4
9	1
10	2

Most prevalent holidays: New Year's Day, July 4th, Labor Day, Thanksgiving Day, and Christmas Day. Memorial Day is a paid holiday in ten companies; President's Day is celebrated in four.

MILEAGE ALLOWANCE

The most prevalent mileage allowance for use of personal cars for business use is $.17/mile (5 participants) and $.185/mile (3 participants). Two companies pay $.15/mile, one pays $.19/mile, one pays $.20/mile and one pays $.23/mile. These policies apply widely to all company employees at management levels.

Seven reporting companies provide company cars, generally for top level management use. Normally mid-size cars are used for this purpose.

Two companies have made changes in their allowance policies due to the energy crisis. One respondent increased the allowance per mile rate; the other switched to smaller company cars.

EDUCATIONAL ASSISTANCE

Most companies provide educational assistance to a wide category of employees who have a minimum of from 90 days to 1 year of service.

Tuition and other charges are usually reimbursed for job related courses, and range from 60-100% for tuition and 0-100% for cost of books.

One company reimburses 80% of the cost of tuition for primary and secondary schools for the children of general managers and managers.

HOUSING

Housing is provided by four companies to the General Manager and in one case to the Food & Beverage Manager. Two of the companies provide furnished quarters for the employee and his dependents while all but one of the five companies provide full maintenance.

TRAVEL AND ENTERTAINMENT

Eleven companies provide reimbursement for reasonable and customary business expenses. One company pays a per diem. Formal guidelines exist in only four companies.

First class air travel is provided by approximately one-third of responding companies, generally to management level personnel.

MOVING EXPENSES

A formal relocation policy exists for the majority of the responding companies. Reimbursement is usually provided for expenses of moving household goods, transportation, and temporary living expenses.

Employee relocation service is provided by eight of responding companies. Features vary but the most prevalent is the actual move to the new location.

SEVERANCE PAY

Severance pay applies most often in situations of job elimination and layoff. Some companies grant severance pay in lieu of notice. Few grant it in cases of termination with cause.

Most reporting companies base payment on varying formulae depending on the affected employee's length of service. The most common formula is one week of severance pay for each year of service.

MILITARY TRAINING

Nine reporting companies pay the differential between military pay and salary, while only two do not. This pay is normally limited to ten to fourteen days of military service each year, but four companies do not place a limit on the length of service.

MEAL DISCOUNTS

Only four reporting companies provide meal discounts (not connected with work) while eight reporting companies do not.

PRODUCT DISCOUNT

Seven companies provide product discounts to employees; five do not.

EVENING OR "DINNER FOR TWO"

Only one reporting company provides this benefit to employees.

CHRISTMAS BONUS OR GIFT

Ten reporting companies do not provide Christmas bonuses, regardless of level. Two companies reward management or selected employees.

BRIEF JOB DESCRIPTIONS

Hotel General Manager	Manages through subordinate manager(s) a hotel in line with policies established by the company. Directs all aspects of the hotel's activities.
Hotel Resident Manager	Reports to the general manager and is responsible for supervising all hotel activities with the exception of the food and beverage department. Is provided with full maintenance as resident of hotel.
Hotel Resident Manager (without maintenance)	Reports to the general manager and is responsible for supervising all hotel activities with the exception of the food and beverage department.
Hotel Food & Beverage Manager	Reports to the General Manager. Responsible for all food and beverage service within the hotel. Supervises food, banquet and beverage departments through subordinate managers. Responsible for public relations and customer satisfaction. Develops budgets for individual units and has primary responsibility for meeting profit objectives.
Assistant Hotel Food & Beverage Manager	Reports to hotel food and beverage manager. Responsible for food and beverage operations as assigned by manager.
Hotel Restaurant Manager	Reports to Food and Beverage manager or Assistant Manager who serves in this capacity. Hires, trains and supervises waiters, busboys and captains. Maintains patron satisfaction. Occasionally may book or handle small functions serviced in the restaurant from the regular menu.
Hotel Front Office Manager	Directly supervises all front office personnel. Responsible for all hotel front office activities. Compiles daily, a revised weekly, monthly and yearly rooms forecast. Controls opening and closing dates. Handles guest complaints, inspects guest accommodations, attends staff and operational meetings, schedules employees work assignments.
Front Office Reservations Manager	Reports to Hotel Front Office Manager. Responsible for reservations, operations and coordination of rooms forecast.
Hotel Controller	Directly supervises all hotel accounting personnel and all phases of the accounting department. Controls the activities of the restaurant cashiers department, front office cashier, night auditor, payroll department and credit and accounting departments. Responsible for hotel financial statements.
Assistant Hotel Controller	Reports to Hotel Controller. Responsible for accounting functions as assigned.

BRIEF JOB DESCRIPTIONS

Purchasing Director — Responsible for competitive purchasing of all materials, supplies, food, beverages, equipment for hotel.

Executive Housekeeper — Supervises all housekeeping personnel such as maids, inspectresses, porters, night cleaners, and window washers. Reviews specifications,determines methods for redecorating rooms. Prepares work schedules and reports. Orders supplies and fabrics.

Hotel Chief Engineer — Supervises all mechanics, tradesmen and other engineering maintenance personnel in providing heat, light, and power including repair and maintenance. Purchases operating equipment. Maintains required records and controls. Schedules maintenance work so as not to inconvenience guests. Maintains fire-fighting equipment.

Hotel Executive Chef — Supervises all food preparation personnel and phases of food preparation operation including meat and produce selection and preparation and menu planning. Supervises and coordinates all kitchen service with other hotel departments. Develops standard recipes for all dishes to ensure proper portion control.

Sales Manager — Sales manager supervises a sales force to promote maximum transient, convention group, and banquet business for the hotel. Plans and forecasts advance sales. Develops various sales quotas and prepares sales reports. Responsible for meeting sales goals.

Security Director — Responsible for all aspects of hotel security, protection of hotel facilities, equipment and supplies, guests and employees.

Personnel Director — Responsible for effective staffing, orientation, and training. Responsibilities include benefit program administration, communications programs and labor relations.